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ABSTRACT

This paper discusses finding the key to a new library in order to ensure its future, stressing the importance of alignment between strategy and people. The first section addresses management philosophy for renewal, including replacing the inflexible hierarchical pyramidal structure by a network organization with a service and competency management orientation, designing an outcome and competency-based compensation system, and creating teams with full client-directed process ownership. Construction of a strategic framework that focuses on the idea of a virtual information service is considered in the second section. The next section describes a three-year picture for the new library. Translating this three-year picture to a renewal plan with well-defined objectives and outcomes is considered in the fourth section, including the importance of strategic intention, social dimension, and task dimension. The fifth section discusses the use of a balanced scorecard for translating strategy into action in managing a renewal plan for the library; four strategic indicators are described--a business or financial perspective, a client or customer perspective, internal business or work processes, and learning and growth. (Contains 11 figures.) (MES)

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IATUL

A KEY TO THE NEW LIBRARY

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INTRODUCTION

It is generally accepted that previously successful organisations and institutions can no longer rest on their laurels. They must renew themselves. Models that have been successful in the past are getting obsolete. New methods of organisation must be invented. This is also true of library and information services in particular. The librarian must find the key to a new library to ensure its future. It is, however, extremely difficult to walk the talk. To build a battle plan for creating the new library, implies more attention to intangibles than ever before. An alignment between strategy and action plans on the one hand and the social dimension of organisational culture and leadership on the other, is extremely important. The real challenge is to accomplish alignment between strategy and people. A human resources development plan and business strategy must be aligned. A commitment to change and renewal and a culture of organisational learning, must be developed and managed. The traditional boundaries of the library are now blurred by networking, alliances and joint ventures in the international information business. Many libraries lack a vision of their future and demand leaders who can transform vision into reality.

Librarians are faced by the challenge to remain players in the game. If they pay attention to what is changing today, they will know what they must do better tomorrow. Without vision the librarian as a leader can not take his people to a new destination. It is equally true that the first responsibility of a leader remains to define reality. One side of reality is that the future will continue to change; the other is that we cannot stay the same. "The foundations of librarianship are shaken by the current shift in the information environment, and, indeed the change is revolutionary. It is not a matter of new forces taking over an existing power structure; this is a real revolution in which the entire structure is rebuilt." [1]

MANAGEMENT PHILOSOPHY FOR RENEWAL

Although libraries might comfort themselves by their strategic planning being done; it should be kept in mind that the outcome of many strategic planning exercises is influenced by past experience; which might not be relevant to the immediate future. On the contrary, the success of the library is determined more by its ability to change, than by its successes of the past. The key to the new library implies that the inflexible hierarchical pyramidal structure with its functional orientation, should be replaced by a network organisation with a service and competency management orientation (figure 1). Furthermore, the success of the renewal plan is outcomes based and will therefore require the mastering of new and relevant competencies and skills. The development of new competencies and skills implies the design of an outcome and competency based compensation system. It can not be expected of staff to develop new competencies and skills, unless a compensation and reward system is in place to acknowledge and reward relevant achievements.

Another key element in a philosophy and framework for renewal is the creation of teams with full client-directed process ownership. The team takes full responsibility for a process from the determining the client's needs, specifying products and services to evaluating client satisfaction. It involves role

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descriptions (not task descriptions) cleared out in teams and among others, multi-skilling, leadership through expertise and control through alignment with an internalised vision and value system. The team-based approach has implications for the design of the compensation system which must also make provision for team rewards.

The key to unlock a new future lies in a dynamic fruitful partnership between library and clients. An affordable differentiated service supporting the strategic focus areas of the institution needs to be cleared and contracted with clients.

Successful renewal depends on provision being made for competency based human resource development. Without a staff developing and applying the new relevant competencies and skills the library can not manage change successfully. This investment in intellectual capital presents new challenges in risk management. Good care should be taken to prevent loss in leadership and competent staff.

A wider perspective on leadership is needed. Leadership potential must be identified and exploited to the - full. The way in which leadership is accommodated and exercised may, however, not result in a new disguised hierarchy. Leadership must be achieved and acknowledged through proved expertise.

Successful renewal management philosophy. Mechanisms and structures like the following must be activated and will be discussed briefly:

- the careful construction of a strategic framework;
- identifying a core strategy;
- developing a three-year-picture or scenario of what the library should be within the next three years;
- designing a three year renewal plan to realise the future picture of the library.
- using the balanced scorecard to ensure a well balanced management approach;
- designing an outcomes competency based compensation system.

STRATEGIC FRAMEWORK

The first step towards renewal of the library is to construct a strategic framework. The term strategic framework is preferred because the traditional strategic plan has the notion of being strict and fixed as spelled out on paper. The strategic framework on the other hand reflects the strategic mode of thought and invites continuous updating of strategic perspectives and actions. A strategic framework for the new library covers issues like the following: (figure 2)

- a strategic focus which can be to ensure excellent virtual access to information and to cultivate effective personal and general information and knowledge management practices;
- a core strategy to sharpen judgement regarding the relevance and primary importance of various issues such as the regeneration of the library towards a virtual information service;
- strategic focus areas like the creation of information services and products in an innovative manner; the optimalisation of human potential and organisational climate and culture, the re-engineering of internal work processes, the radical transfer of resources, etc.;
- a main or driver strategy which will ensure that the core strategies of the parent institution are accounted for; for example integration with telematic teaching and a virtual campus;
- general strategies like marketing, information technology, management, alliances et. and finally
- team strategies to put the strategic framework into operation. Luckily people need not to be in the same place if they are to work together. The new organisation is made up of virtual teams and networks of teams. According to the strategic focus involved, teams can be put together by representatives from various departments; even from outside the library. (figure 3)

CORE STRATEGY

A core strategy for the new library will in one way or another be linked to the idea of a virtual information service. (figure 4) The transformation of the traditional library to a virtual information service implies the development of various **mechanisms** to initiate and drive the necessary action. They include the availability of information technology literate staff; the redesign of services, getting service and support units in place and design and implement corporate strategies and projects. An appropriate information technology driven **infrastructure** must be in place to implement a strategy of access to versus **ownership** of information; to integrate electronic and paper-based information sources and to allow for web delivery of services. The **results** of the core strategy are *inter alia* the integration with telematic tuition and faculties, self-help services, integration with research process and IT and information literate clients.

THREE-YEAR-PICTURE

The strategic framework and core strategy clear the ground for drawing a three-year-picture for the library. However, the picture can only be drawn if the strategic framework and core strategy also express the real meaning of the library clearly. The meaning of the new library lies in its ability to facilitate clients in personal information and knowledge management practices. As far as information management is concerned, the information scientist can assist the identification and use of differentiated information sources and services, can activate appropriate delivery mechanisms, index, organise and retrieve information collected, etc. The challenge and role of the library in knowledge management is, however, a neglected key to the future of the new library. The professional expertise of information scientists as staff of the library is extremely relevant for institutions which now have to manage knowledge effectively if they want to be competitive.

"The Internet reveals Knowledge Management (KM) as one of the hottest management topics on companies' agendas. A recent search showed more than 37 900 web pages and 266 books taking aim at the subject. Add to that the conferences, consortia, societies, think tanks, and magazines dedicated to KM, and the theme's popularity throughout the business community is undeniable.

> .... knowledge has become the currency of competitiveness and success." [2]

The ability of an institution to organise and communicate knowledge seamlessly, both internally and externally (even world-wide) is now a critical competitive factor.

Time does not permit to explore the relation between the library and knowledge management, but the challenge of finding the key to the new library can not be addressed without pointing out that a window of opportunity exists and dare not be missed.

The library is already stripped of many activities which used to be an integral part of its professional framework. Survival is now linked with a new vision and role for the new library. The library can facilitate the institution in its challenge of knowledge management which covers *inter alia* the capturing, packaging, indexing and leveraging of relevant, useful information about things that are important to the organisation also - the knowledge of personnel. Such organisational knowledge must be available for use and re-use by people throughout and in other places and contexts in the organisation. The new library must manage contemporary information practices and facilitate knowledge management practices to support the institution in pursuit of excellence and relevance.

RENEWAL PLAN

When translating the three-year-picture of the new library to a renewal plan with well defined objectives and outcomes to be reached within three years, the general trend is to go directly for a task orientation. The intangibles or social dimension, which is of the utmost importance is most often neglected. A model for renewal must address

- a **strategic intention** indicating the meaning and the strategic pillars of support required to achieve or realise the meaning of the new library;
- a **social dimension** dealing with its culture and leadership and
- a **task dimension** addressing points of departure for structuring the library and, finally, the action strategic renewal plan to transform the library (figure 5). Dealing with the strategic intention and social dimension first, sharpens the focus on intangibles and makes sure that structure will indeed follow strategy.

THE BALANCED SCORECARD

The librarian will always be confronted by the question: What should be the lay-out of the document and how can the information be systematised in the best way? The balanced scorecard for translating strategy into action [3] presents a very useful tool in this regard. By focussing on sound business management, customer service, the internal work process and on learning and growth, a well balanced approach in translating vision and strategy into action is ensured (figure 6). It is like the dials and indicators on the instrument panel of an aeroplane cockpit. It gives the manager well balanced complex information at a glance. For the complex task of managing change, the manager, like the pilot, needs detailed information on many aspects of the renewal action. The pilot needs information on fuel, air speed, attitude, etc. and relying on the indicator for speed only, can be fatal. Similarly, the librarian must with regard to his renewal plan, be able to view performance in several strategic areas simultaneously. The scorecard prevents information overload and forces the librarian to focus on issues that are the most critical.

Using the balanced scorecard for managing a renewal plan for the library, results in four strategic indicators.

A business or financial perspective

The question to be addressed, is: How does the library look to its shareholders, e.g. to the management of the parent organisation. In terms of managing costs, the affordability of services, products and service levels must be quantified, cleared and contracted.

The way in which information sources are financed, must be accounted for. Does the library have a strategic, well-founded and justified spending plan and formula which will ensure the allocation of available funds transparent and by participation? A plan to guide and accelerate transition from paper based to electronic information, must be implemented.

The business perspective also includes managing:

- other resources like space, information technology and others
- risk to protect both physical or material assets and the intellectual capital of the library (the last-mentioned will prevent losses in leadership and professional expertise)
- partnerships and
- mechanisms like a management information system and a business unit to generate additional funds.

A client and customer perspective

The question to be answered is: How do customers and clients see the library?

The library must have a corporate mission which focuses on its users, having other options to acquire information as well. The library must strive to be number one in adding and delivering value to them. How the library is performing from the user's point of view, has become a priority for library or information services management. Unfortunately, many libraries fail to view performance through their clients' or

customers' eyes!

In terms of the balanced scorecard the renewal plan must address the challenge of differentiated services which, for primary clients, may vary from paper or electronic packaging of information for undergraduates and personalised services for clients with more advanced information needs, to selling special services to other clients. The library has the responsibility to make sure that users have the computer and information literacy needed for optimum use of its services.

As the virtual library uses the web as primary mechanism for the delivery of services, the web must be in place to integrate and accommodate different services. The service orientation of the new library as network, requires librarians to join teams of clients (figure 7), to make sure that processes and services are fully integrated with academic program.

Internal business or work processes

Although the focus on the customer/client as such is important, the question remains what the library must do internally to meet the expectations of its users. Satisfactory customer/client performance derives from processes, actions and decisions e.g. the critical internal operations which will enable the library to satisfy customer needs. Processes having the greatest impact on user satisfaction must be identified and the library must address factors like cycle and delivery time, quality, employee skills, productivity, critical technologies, core competencies etc. It implies the development of measures relevant to employees' actions.

A renewal plan must make sure that:

- the library will rationalise, streamline and computerise key-work-processes to ensure an uninterrupted one-stop service
- possible bottle-necks in local, national and international networking have been sorted out
- generic interfaces between services and products exist to make integrated use possible etc.

Learning and growth

Unlike the past, the targets for the library's success now keep changing. Its ability to innovate, improve and learn, is a prerequisite for strategic renewal. As mentioned earlier, the development of new relevant competencies and skills is necessary for outcomes or output required in terms of the renewal plan. Success in this regard is influenced by organisational culture, leadership, alignment, commitment, values and other intangibles. In terms of the balanced scorecard the question must be answered how the library will, in order to achieve its vision, sustain its ability to change and improve.

The renewal plan must therefore develop a human resources strategy which includes a human resources development plan, an outcome and competency based compensation system, a programme to promote a preferred future approach as well as the leadership and structure which will support the library strategically.

The implementation of the renewal plan requires a rationalization and modification of current key work processes. The outcomes of these processes determine new competencies and skills, which will be developed if members of staff are compensated accordingly. However, very few libraries are at this point in time managing an outcomes competency based compensation system. In view of the team based approach, the system must make provision for a team reward as well.

The Academic Information Service of the University of Pretoria will finalize its competency based

compensation system before the end of 1999. It is the only library in South Africa, and most probably one of few in the world, if any. Positive reaction on what has been done, compensates largely for the innovative and complicated project initiated a few years ago. It positions the Academic Information Services favourably to implement a three year renewal plan (1999-2001) approved by the vice-chancellor and rector.

CONCLUSION

The major key to the new library lies in alignment. What has been dealt with in this paper is in line with guidelines also set by *The Change Management Handbook* [4] "alignment comes at several levels, beginning with the alignment of the company to its market and the continual fine-tuning necessary to stay in step with customer needs and demands. Internally, alignment means ensuring continuous synchronization of four key business gears:

- a strategy that will develop a blueprint that attacks change,
- operations that are flexible and nimble enough to be quickly altered,
- a culture that encourages people to promote and work with change,
- a compensation system that rewards people for buying into change and constantly seeking improvement."

May the IATUL provide a significant forum to all librarians in search for the key!

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- Strategic renewal plan
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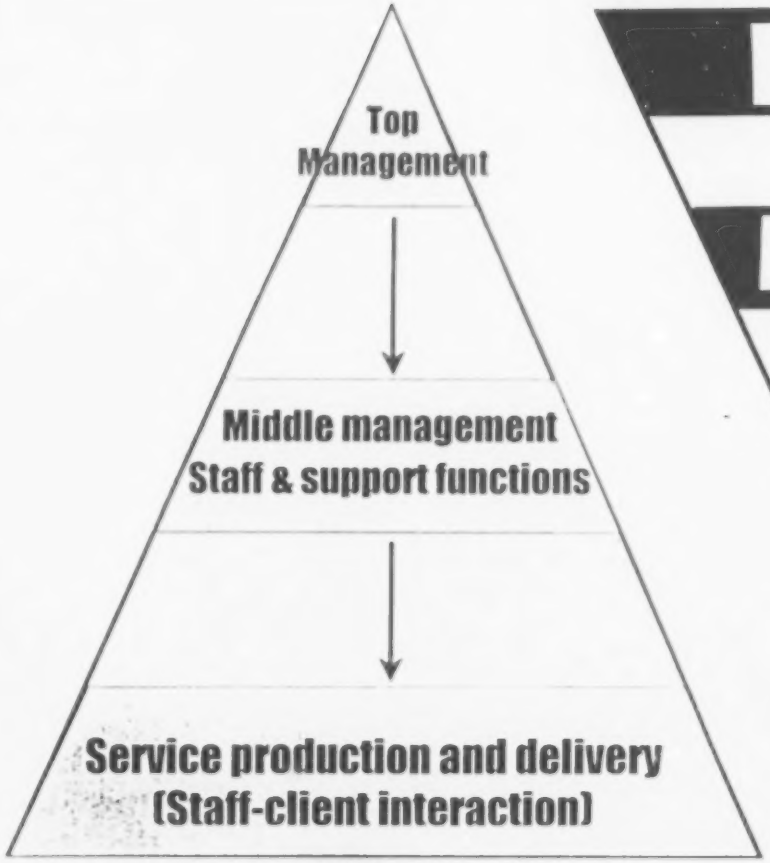
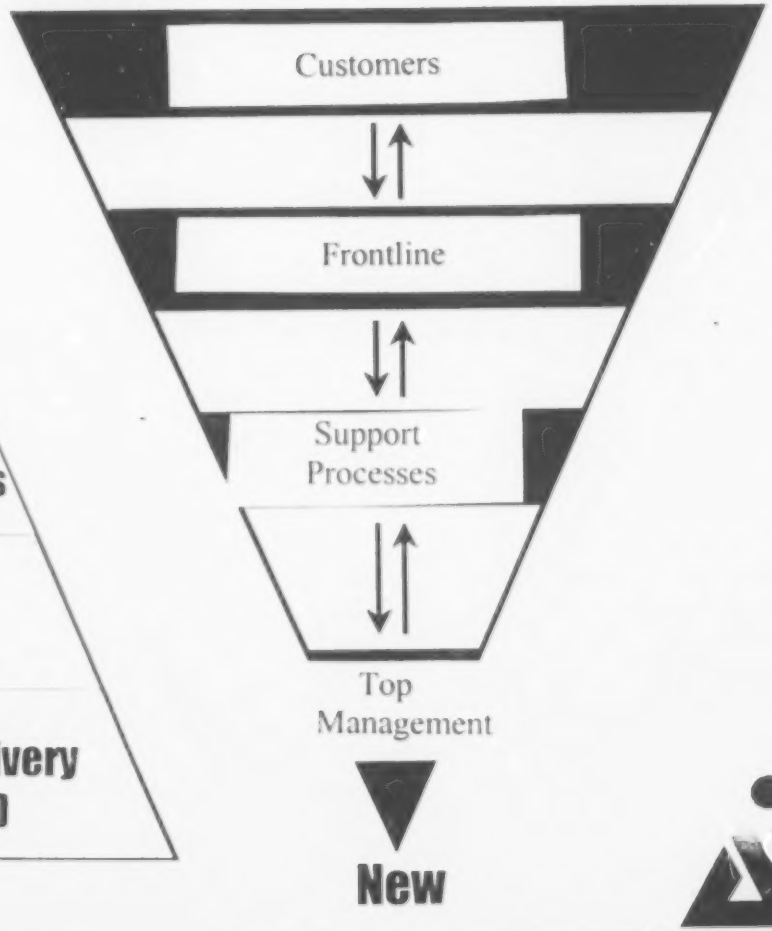
- Implementing a renewal plan
  - The Balanced Scorecard
- Conclusion

Service-oriented organizational structure

(Grönroos)





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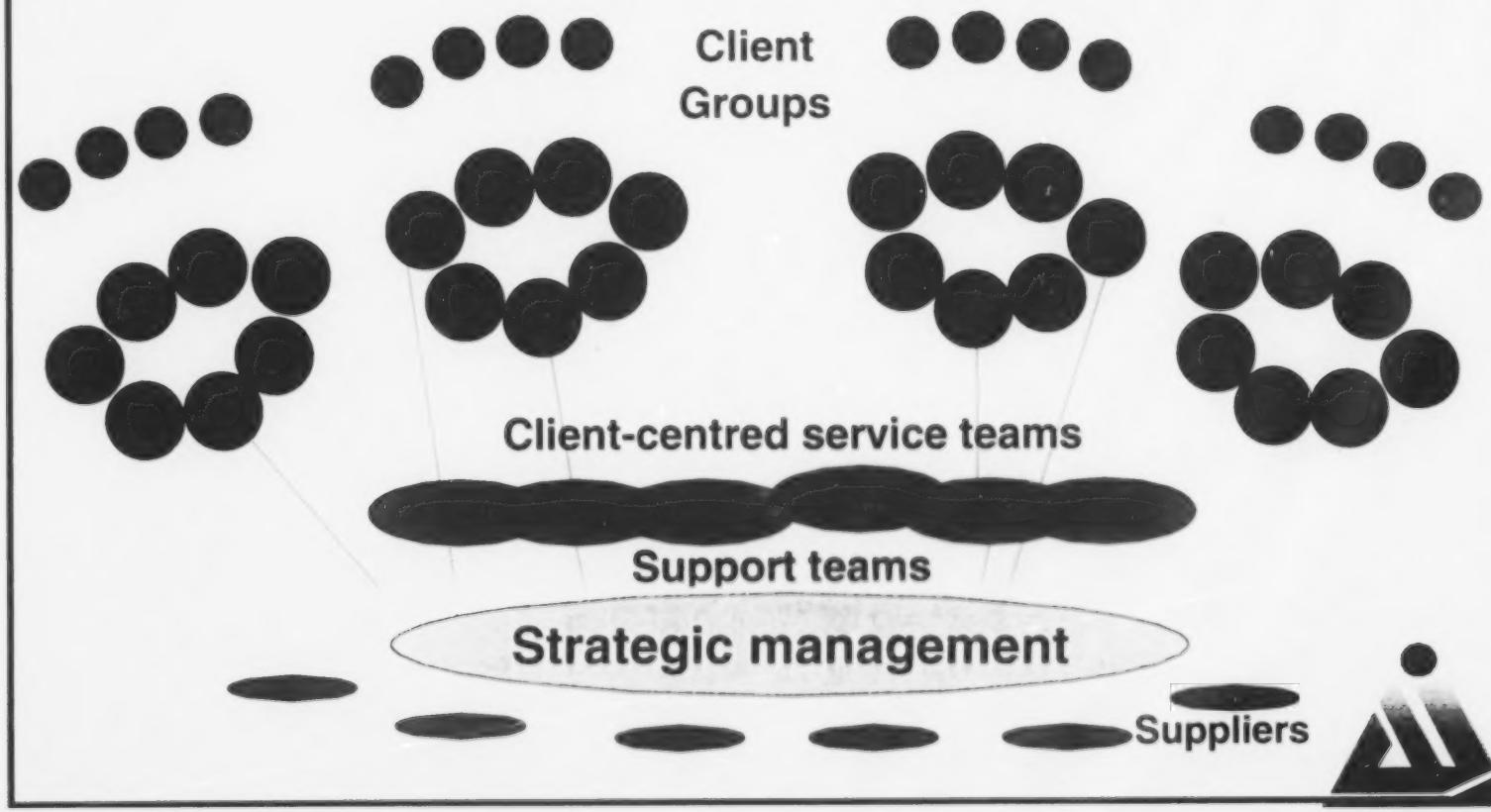
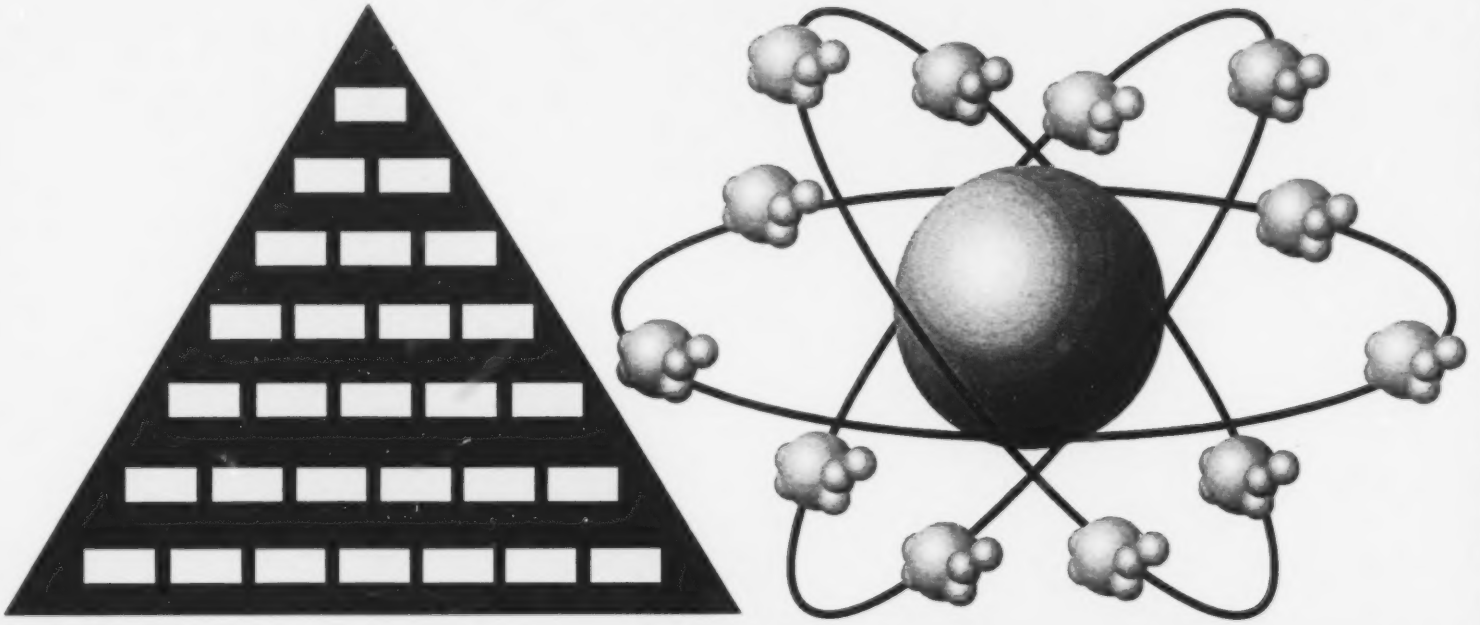
Networked Organisation: Service Management Orientation





Inflexible hierarchical pyramid v.s network organization

(Raymond E. Miles & Charles C. Snow)

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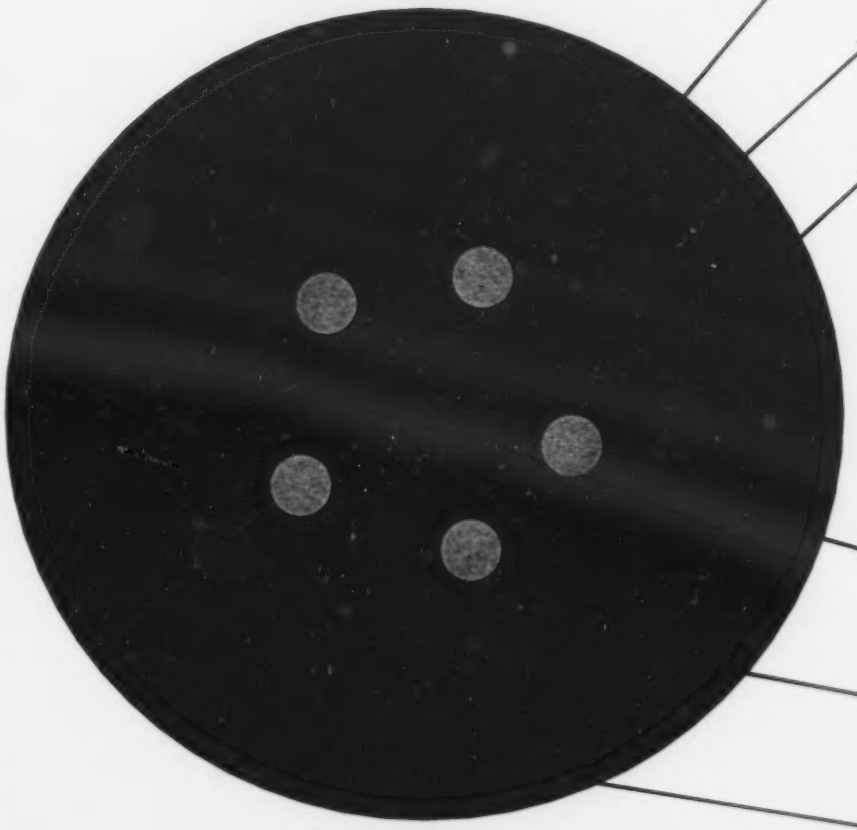
Strategic Framework



Strategic focus

Virtual access to information facilitating effective personal information and knowledge management

Core Strategy

Regeneration towards a virtual information service

Strategic focus areas

- Innovative creation of information services
- Optimalization of human potential and organizational climate
- Re-engineering of internal work processes
- Radical transfer of resources
- Alliances
- Outcome competency driven management

Main (driver) strategy

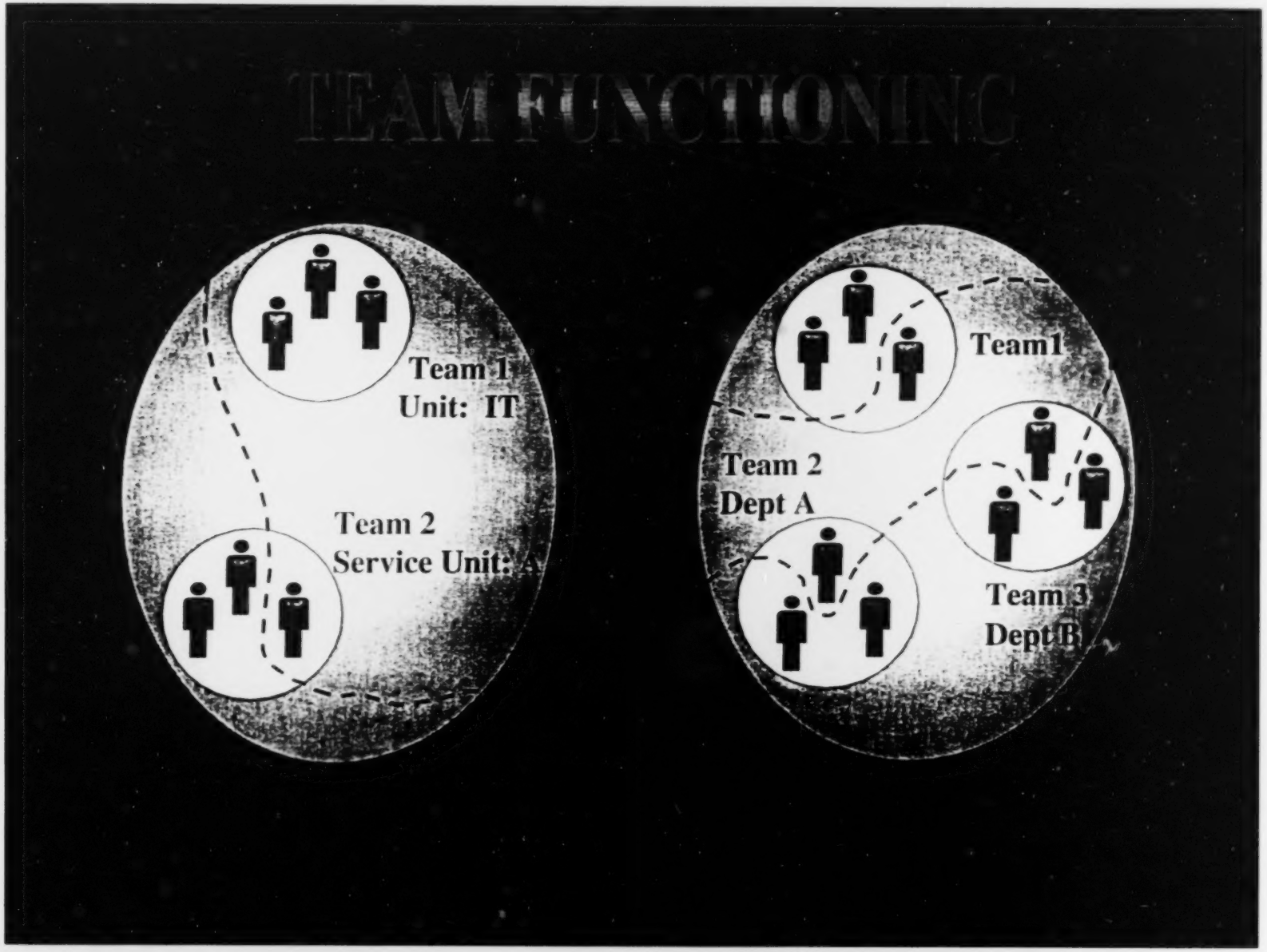
Integrate with Telematic Teaching and virtual campus

General Strategies

Marketing, Information Technology, Human Resources, Management, Alliances

Team Strategies

Put the strategic framework into operation



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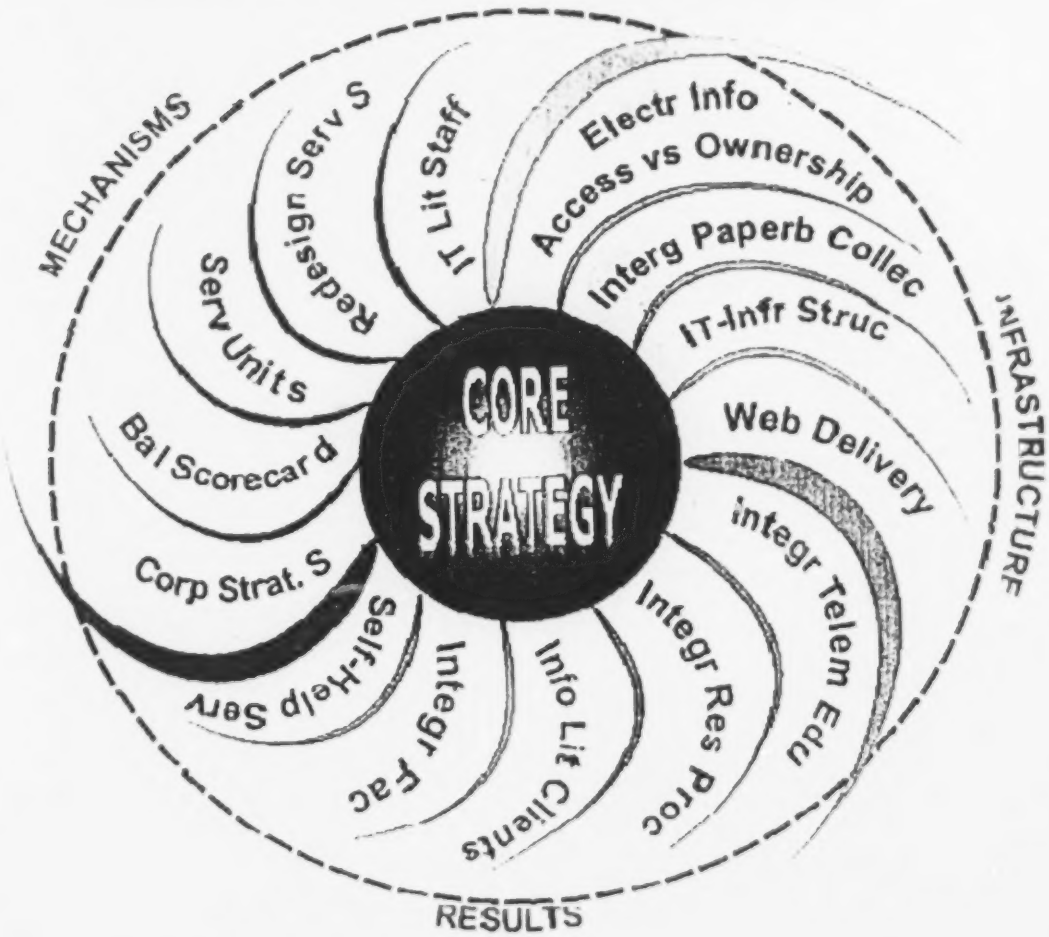
CORE STRATEGY: VIRTUAL LIBRARY



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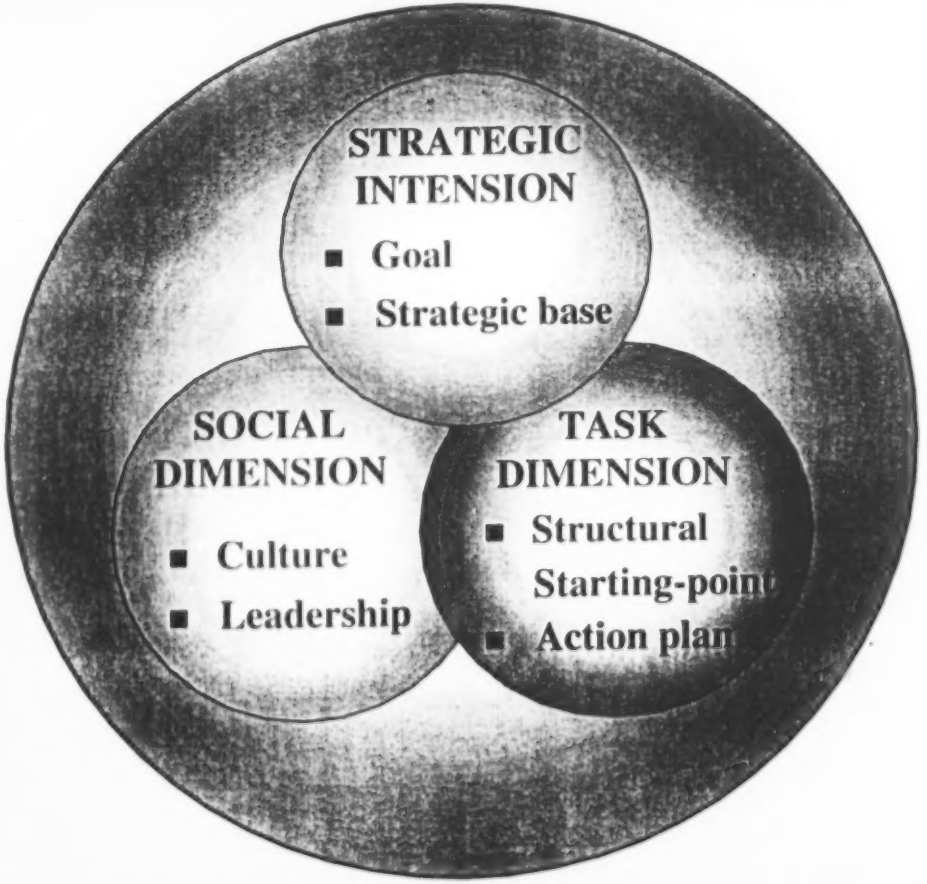
STRATEGIC RENEWAL PLAN



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According to the transformational view, the invisible mental and emotional structures that are shared collectively by organizational members (beliefs, attitudes, values, assumptions and expectations) actually create and maintain the structure of the organization.

In the transformational view, change occurs first at the level of the mind (the aforementioned beliefs, attitudes and values).

When we change the way we think, the structures we create with our thought forms change as a result.

(Banner & Gagné, Designing Effective Organizations, 1995)

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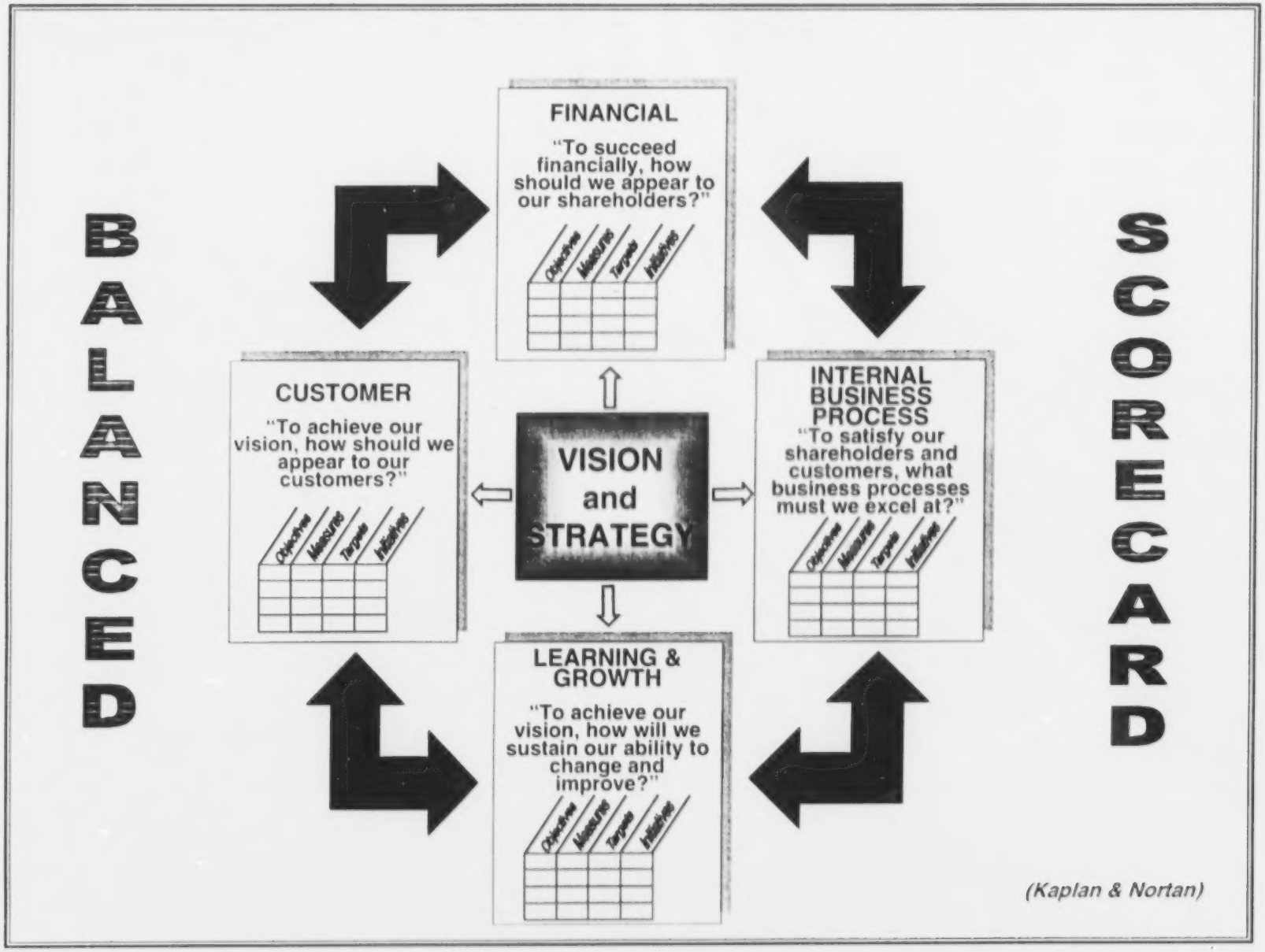
BALANCED
SCORECARD
FINANCIAL
"To succeed financially, how should we appear to our shareholders?"
Objectives
Measures
Targets
Initiatives
CUSTOMER
"To achieve our vision, how should we appear to our customers?"
VISION and STRATEGY
INTERNAL BUSINESS PROCESS
"To satisfy our shareholders and customers, what business processes must we excel at?"
LEARNING & GROWTH
"To achieve our vision, how will we sustain our ability to change and improve?"
(Kaplan & Nortan)

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Conclusion

"Alignment comes at several levels, beginning with the alignment of the company to its market and the continual fine-tuning necessary to stay in step with customer needs and demands. Internally, alignment means ensuring continuous synchronization of four key business gears:

- a strategy that will develop a blueprint that attacks change,
- operations that are flexible and nimble enough to be quickly altered,
- a culture that encourages people to promote and work with change,
- a compensation system that rewards people for buying into change and constantly seeking improvement."

Change Management Handbook (1994) p. v